WORKSHEET + WORKED EXAMPLE

A SWOT You Can Act On

A grounded SWOT and two practical responses to test.

20 minutes | SWOT with evidence

Use it in three moves

1. Set a boundary and invite people who see different parts of the work.
2. Put observations in the four areas and note their evidence. One fact may matter in more than one box.
3. Use the connections to choose a response; the filled boxes are not a strategy by themselves.

What situation and time horizon are we considering?

Avoid a SWOT of everything.

Strengths · What can we draw on?

An internal capability, with evidence.

Limitations · What currently makes the work harder?

Describe the condition, not a label for a person.

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YOUR WORKING NOTES / CONTINUED

Opportunities · What outside change could help?

Keep an opportunity distinct from the action you might take.

Threats · What outside change could disrupt us?

Include uncertainty rather than presenting guesses as forecasts.

Which connections suggest a response?

Pair a strength with an opportunity, or a limitation with a threat.

What will we verify next, with whom and by when?

Choose something that could change the plan.

A question for me

What am I calling a strength that depends on someone doing unsustainable extra work?

See one way through

FICTIONAL WORKED EXAMPLE / NOT THE ANSWER TO YOUR SITUATION

What situation and time horizon are we considering?

The community center's weekend program for the next six months.

Strengths · What can we draw on?

Three volunteers already run well-attended craft sessions and want to mentor others.

Limitations · What currently makes the work harder?

Only one person can book rooms; approvals often wait several days.

Opportunities · What outside change could help?

The nearby college now offers students community volunteering hours.

Threats · What outside change could disrupt us?

The bus operator is considering a reduced weekend timetable.

Which connections suggest a response?

Ask experienced volunteers to mentor two college volunteers. Explore transport options before promising later sessions.

What will we verify next, with whom and by when?

Program lead will check the college scheme and bus proposal by Friday.

The thinking behind it

Ask whose experience is missing from the picture. A strength for the organization can still come at an unseen cost to the people maintaining it.

SWOT examines internal strengths and weaknesses alongside external opportunities and threats. Cambridge's Institute for Manufacturing emphasizes matching capabilities to environmental conditions. These prompts add evidence and affected voices rather than inventing a single origin story.

University of Cambridge · SWOT

Read You Have a Culture Problem by Nic Payne